

PROGRESS REPORT
PERSONNEL OFFICE

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1 October 1950 - 31 December 1951

I. Concept

The operations of the Personnel Office have the aim of equipping the Central Intelligence Agency with a program ~~of personnel administration in keeping with the continuing need~~ to obtain, develop and maintain an effective working force to carry on the Agency's objectives. The general purpose of the personnel program of the Agency is to contribute to effective management of the Agency's mission wherever the utilization of its personnel resources are involved. To realize this purpose, the Personnel Office must operate as a strong staff unit to give special attention to the development, interpretation and application of personnel policies, and must stimulate supervisory line officers to carry out sound personnel policies objectively and efficiently.

The organization of the Personnel Office is patterned to make it possible for the ~~Personnel Director~~ *Asst. Director* and members of his staff to assist in the formulation and coordination of policies and procedures and to foster their application through continuous consultation with operating personnel and through providing specialized advice and assistance. Within this general framework, the Personnel Office develops staffing objectives with operating officials; conducts a comprehensive program for recruiting candidates for all categories of Agency positions; undertakes careful screening of applicants to ensure most appropriate initial assignments; is responsible for sponsoring such in-service policies and methods

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as will bring about proper use of the skills and abilities of the persons already employed by the Agency; procures and assigns military personnel detailed from the Defense Department, and performs necessary administrative work resulting from those assignments; plans and administers programs for position classification and wage establishment; provides staff leadership for the administration of an Agency career service program designed to widen the scope of competence and abilities of career employees; provides employee counseling and welfare services; furnishes personnel testing services; plans and administers non-operational skills training programs; performs necessary employment recordkeeping operations; conducts such personnel studies as are essential to support operating programs and represents the Agency in liaison activities with the Selective Service System in connection with draft deferment problems affecting CIA employees, the Defense Department in connection with military personnel detailed to the Agency, the Federal Personnel Council, the Civil Service Commission, the State Department, and the United States Employment Service with respect to matters of personnel policy and operations, particularly those relating to recruitment activities, and with the Bureau of Employees Compensation in connection with compensation claims arising out of CIA employment.

II. What Has Been Done

There are summarized below the principal accomplishments of the

Personnel Office during the report period:

(1) Staffing goals reflecting actual personnel requirements were established and plans for personnel recruitment drawn to accomplish these goals. Expressed in numbers of new employees to be appointed from September 1951 until June 30, 1952, these plans establish the following quotas:

(1) Recognizing the increased importance of personnel administration to DCI established the position of Asst. Dir. / Personnel over 2 - the Personnel Director. This position was filled on 7 July 1951.

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- (3) The organization of the Personnel Office was completely reconstructed. The functions of personnel procurement and of classification and wage administration were centralized. The remaining personnel services and operations were grouped under two units, one serving covert organizational components, the other serving overt organizations. In addition, a staff group was established to function as an arm of the Personnel Director to assist in carrying out effective, coordinated work throughout the Personnel Office. The mission of this special staff is to analyze personnel operations and evaluate results, acting as an internal auditor and comptroller for the Personnel Director, as well as to carry on studies into new methods. Since its inception in early summer 1951, this staff has completed a comprehensive survey of the policies, organization, and procedures relating to the recruitment of personnel for Agency positions; the personnel procurement activity was subsequently re-organized in accordance with the staff's findings and recommendations.
- (4) Considerable progress has been made in simplifying and standardizing personnel methods. Uniform procedures have been adopted for many operations carried on in the Personnel Office which were formerly performed through the employment of separate processes by the two operating personnel divisions (overt and covert). These improvements have extended to applicant processing operations, personnel transactions and recordkeeping tasks, and the reporting of personnel data.
- (5) Problems and difficulties formerly experienced by the Agency in connection with the need to obtain draft deferments or cancellations of calls to active military service for reservists have been almost wholly ~~liquidated~~ through the working out of patterns of liaison with the National Selective Service Headquarters and with the Defense Department.
- (6) A program for establishing an Agency career service was inaugurated. A Career Service Committee comprising high level Agency officials has been constituted to plan the principal elements of the program. Individual working groups have been named and are functioning to recommend (1) selection criteria to control the designation of employees who will comprise the career service, (2) systems of performance appraisal, (3) procedures for providing job rotation opportunities, (4) career benefits for personnel in the career service, (5) standards and methods for recruiting career trainees, and (6) scope of extension training facilities to be developed.


III. Why It Has Been Done

The rapidly expanding scope of the Agency's intelligence and operational activities and commitments dictated an acceleration of personnel operations to supply the correspondingly expanded personnel requirements. The need to strengthen the Personnel Office to respond to the Agency's staffing requirements is illustrated by the following tabular summary of

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position vacancies in relation to authorized personnel allotments at various times throughout the period:

	<u>Total Authorized Strength</u>	<u>Vacancies</u>	<u>Per Cent of Vacant Positions</u>
October 1950			20.57
January 1951			27.56
April 1951			33.33
July 1951			33.62
September 1951			26.48

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In addition, it was necessary to develop a personnel organization equal to the task of providing personnel support and services to carry on the Agency mission. In many respects the Agency personnel program differs from the general pattern of Government personnel activity. Since the Agency's positions are excepted from the Civil Service competitive system, the recruitment process is designed to locate personnel through channels outside the Civil Service register system. Many of the categories comprising the Agency position structure represent occupational fields unique to the public service. The sensitive nature of the Agency's mission and the security aspects involved contribute to the recruitment problem. The prospective field of applicants is greatly curtailed by the basic requirements which must be observed before any individual may be considered for employment. The completion of personnel security checks involves so prolonged time lapses that many applicants accept positions elsewhere, thus nullifying a considerable amount of recruitment effort.

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Many candidates for employment are rejected for security reasons. Such considerations as extra-hazardous duty, proximity to potential enemies, lack of health and medical facilities, inadequate living conditions, absence of educational and recreational facilities, and unfavorable climates combine to make recruitment of adequately qualified personnel a difficult task. The results of current studies disclose that in excess of 30 per cent of the applicants for whom appointment processing is started fail to be hired either for security reasons or because of declination on the part of the applicants.

Inherent in the magnitude of the task allotted to the CIA is the requirement of organizational effectiveness. Because such effectiveness is closely related to the caliber of employees, it was recognized that positive steps would have to be employed to develop a definite Agency career service concept. Essential to such a program is (1) a recruitment plan for locating candidates with special promise, (2) the means for identifying employees in the Agency who have potential for further development, (3) arrangements for improving the knowledges and abilities of these persons through training, rotation and other experiences, and (4) a body of career benefits adopted to develop individual incentives and career group identification.

IV. How It Has Been Done

25X9A2 All work connected with developing, locating, and drawing upon
sources of personnel to keep the Agency staffed was consolidated under
a single recruitment leadership. Where a total of [REDACTED] had been
allotted formerly to carry on recruitment work, the staff was enlarged to
25X9A2 comprise [REDACTED] In order to increase individual productivity,
recruitment officers have been permanently assigned to prescribed geographic

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areas; generally their assignments require concentration on specific occupational categories or individual Agency organizational segments. New sources of recruitment are developed on a continuing basis. At present, the register of such sources (which are regularly contacted for general or specific recruitment needs) comprises 615 colleges and universities, 135 vocational and trade schools, 240 trade and industrial establishments, and 250 other activities (government agencies, former OSS officials, etc.). Indicative of the enlarged recruitment activity is a comparison between the number of applicant files set up during the periods November 1949 through October 1950 and November 1950 through October 1951:

	Total	Monthly Average
November 1949 - October 1950	13,996	1,166
November 1950 - October 1951	25,720	2,143

Development of the career service program was initiated through the Director's designation of a Career Service Committee of Agency officials, and the establishment of a technical staff in the Personnel Office. The Chief of this staff group serves as Executive Secretary to the Committee; in addition, he provides general staff and coordinating leadership for career service activities carried on throughout the Agency.

V. Where We Once Stood

cmh In the past the size of the Personnel Office in the Central Intelligence Agency has generally reflected a concept of personnel management as a limited service function, existing primarily to locate workers and to process employment papers. However, even to operate in this limited role, the staffing of the Personnel Office had not been adequate to cope with the demands resulting from the expanding character of the Agency's organization. The skeleton staff of personnel technicians had been so preoccupied with day-to-day operating pressures that little, if any,

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attention was devoted to performing those functions which comprise a truly constructive personnel job.

VI. Where We Now Stand

Actual appointments per month are not yet equal to the monthly quotas set by the Personnel Office. However, when full productivity is obtained from the present corps of recruitment officers (most of whom have been newly employed by the Agency) these goals should be substantially exceeded, so that by the end of the current fiscal year most of the currently existing position vacancies, as well as those resulting from employee turnover, should be filled or committed. In addition, the other activities and operations of the Personnel Office have been staffed so that they can be adequately geared to the expanded recruitment program. The Agency's goal to establish a career service has crystallized into a definite program, with the organization of a specialized staff body within the office of the Personnel Director, responsible for giving technical assistance to, and coordinating the work of, Agency offices engaged in career development activities.

VII. What Remains To Be Done

As the Personnel Office succeeds in obtaining personnel in adequate numbers to meet the Agency's personnel requirements, considerable work remains to be done to shape a program of sound personnel management within CIA. It is recognized that effective personnel recruitment cannot be carried on in the place of continuing and systematic in-service placement work to ensure the best use of employees' abilities and capacities in the organization. Personnel procurement and placement operations, in particular, need to be correlated with training and career development programs in order to create a framework within which employees may perform

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most competently. In collaboration with other Agency offices, considerable effort must be devoted to installing the procedures through which the Agency career service program can function effectively. These procedures involve such aspects as appraisal of employee performance, and the identification and selection of personnel to participate in programs of job rotation and training designed to expand the scope of their knowledges and abilities in preparation for assuming increased responsibilities. It will be necessary, also, to continue and to broaden steps which have just been started to incorporate within the Agency personnel program general responsibility for personnel operations pertaining to all types of deep cover personnel, other than field agents and indigenous employees. This extended responsibility will include such functions as recruitment, selection, compensation, employee benefits and separations.

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